The Legislative Assembly of
British Columbia

SELECT STANDING COMMITTEE
ON
CROWN CORPORATIONS

REPORT

February 2002

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Office of the Clerk of Committees

SELECT STANDING COMMITTEE ON CROWN CORPORATIONS

Location:
Room 224, Parliament Buildings
Victoria, British Columbia
V8V 1X4

Telephone: **(250) 356-2933**

Toll free at: **1-877-428-8337**

Fax: **(250) 356-8172**

Email: **ClerkComm@leg.bc.ca**

Internet Homepage:
This report and others are available at our Internet Homepage which also contains further information about this and other Select Standing and Special Committees:
http://www.legis.gov.bc.ca/cmt

February 11, 2002

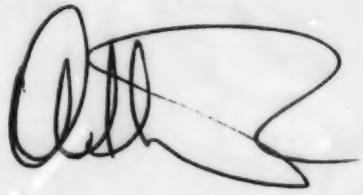
To the Honourable,
The Legislative Assembly of the
Province of British Columbia
Victoria, British Columbia

Honourable Members:

I have the honour to present herewith the *Report* of the Select Standing Committee on Crown Corporations for the Second Session of the Thirty-Seventh Parliament.

The *Report* covers the work of the Committee from August 2001 to February 2002.

Respectfully submitted on behalf of the Committee.



Mr. Ken Stewart, MLA
Chair

102-03489/

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COMPOSITION OF THE COMMITTEE

MEMBERS

Ken Stewart, MLA	Chair	Maple Ridge-Pitt Meadows
Bill Bennett, MLA	Deputy Chair	East Kootenay
Pat Bell, MLA		Prince George North
Ida Chong, MLA		Oak Bay-Gordon Head
Arnie Hamilton, MLA		Esquimalt-Metchosin
Randy Hawes, MLA		Maple Ridge-Mission
Dave Hayer, MLA		Surrey-Tynehead
Daniel Jarvis, MLA		North Vancouver-Seymour
Joy MacPhail, MLA		Vancouver-Hastings
John Nuraney, MLA		Burnaby-Willingdon
Dr. John Wilson, MLA		Cariboo North

CLERK TO THE COMMITTEE

Craig James, Clerk of Committees and Clerk Assistant

COMMITTEE RESEARCHER

Josie Schofield, Research Analyst

TERMS OF REFERENCE

On August 27, 2001, the Select Standing Committee on Crown Corporations was appointed to review the annual reports and performance plans of British Columbia Crown Corporations.

In addition to the powers previously conferred upon the Select Standing Committee on Crown Corporations, the Committee be empowered:

(a) to appoint of their number, one or more subcommittees and to refer to such subcommittees any of the matters referred to the Committee;

(b) to sit during a period in which the House is adjourned, during the recess after prorogation until the next following Session and during any sitting of the House;

(c) to adjourn from place to place as may be convenient; and

(d) to retain personnel as required to assist the Committee,

and shall report to the House as soon as possible, or following any adjournment, or at the next following Session, as the case may be; to deposit the original of its reports with the Clerk of the Legislative Assembly during a period of adjournment and upon resumption of the sittings of the House, the Chair shall present all reports to the Legislative Assembly.

INTRODUCTION

The appointment of the Select Standing Committee on Crown Corporations on August 27, 2001 represents a significant development. It marks the revival of legislative scrutiny of Crown corporations in British Columbia.

During the previous 18 years, only one select standing committee has been appointed specifically to review the performance of Crowns. However, this committee was inactive during the 36th Parliament (1996 –2001). By contrast, its predecessor — the Committee on Crown Corporations — had a much higher profile between 1977 and 1983, when it conducted inquiries into BC Hydro, BC Housing Corporation, ICBC, BC Ferry Corporation and BC Rail. (See Appendix A)

The current Committee intends to reactivate the tradition of legislative scrutiny of British Columbia Crown corporations. We interpret our mandate as assessing how effectively Crown corporations are managing their resources, by conducting a review of their annual reports and service plans.

To achieve this objective, the work of the Committee has been organized to occur in two phases: the information-gathering phase and then the review process itself. This decision was made partly to avoid duplication of effort with the core services review of Crown corporations, which was underway in the fall of 2001.

As a result, during the second session of the 37th Parliament, the Committee has concentrated on the first information-gathering phase. A summary of our preparatory work is presented in the next section of the report.

Now that the Crown agencies secretariat has completed the core services review process, the Committee plans to begin the second phase of its work soon. It will involve legislative review of Crown corporations' annual reports and service plans, using the public hearing process.

THE WORK OF THE COMMITTEE

The all-party Select Standing Committee on Crown Corporations held four public meetings during the second session of the 37th Parliament. Two meetings of the agenda and procedure subcommittee also took place.

The Crown Corporations Committee held its first meeting on August 29, 2001. The first item of business was the election of the Chair, Ken Stewart, and Deputy Chair, Bill Bennett. The Committee then reviewed its terms of reference, including the logistical and procedural details of its inquiry. As part of their preparatory work, committee members decided to compile a list identifying the mandate and statutory authority for each corporation and government organization that is part of the B.C. government reporting entity. (See Appendix B)

At the second meeting on September 11, 2001, a briefing by officials representing the Crown agencies secretariat took place. The Committee learned about the secretariat's role and functions; its mandate and relationship to Crown corporations and Crown agencies; and its current work priorities and major initiatives. The CEO of the Crown agencies secretariat then outlined and illustrated the differences between "commercial Crowns" and "taxpayer-supported Crowns." The final part of her presentation focused on the relationship of Crown corporations and agencies to the government reporting entity, and on the impact of the recent amendments to the *Budget Transparency and Accountability Act* on Crown corporations and agencies.

Following the briefing, committee members discussed how to proceed with the development of a systematic methodology to review the performance and activities of Crown corporations, once the core service review process was completed. They also reviewed the meeting schedule.

At the third meeting on November 6, 2001, committee members were briefed by the Office of the Auditor General of British Columbia. They learned about the role of the office; its past, current and future work with Crown corporations — including work on their governance arrangements. The final part of the briefing reviewed the work the office is doing to strengthen public sector performance reporting practices, particularly by focusing on the achievement of results.

After the briefing, the committee members agreed to establish an agenda and procedure subcommittee to take on the task of developing a workplan, along with time lines, for the Committee to consider. The subcommittee's preparatory work included the preparation of a guide for the Committee's upcoming review of the operations of Crown corporations. This guide is designed to give the government organizations that appear before the Committee an understanding of what the Committee's expectations are, the types of information it requires, and examples of the specific questions it will ask. For information purposes, the guide is included in Appendix C.

At the fourth meeting on February 11, 2002, the Committee approved this report

Transcripts of meetings and the report of the Select Standing Committee on Crown Corporations are available on the Office of the Clerk of Committee's web site at: www.legis.gov.bc.ca/cmt/.

APPENDIX A
CHRONOLOGY OF CROWN CORPORATIONS COMMITTEES APPOINTED BY THE LEGISLATIVE ASSEMBLY

1. COMMITTEE ON CROWN CORPORATIONS (1977-83)

August 25, 1977 Standing Orders of the House amended to establish a Select Standing Committee on Crown Corporations, as proposed in Bill 52, *Crown Corporation Reporting Act.*

Motion stated that reports of the Committee filed with the Clerk of the House "shall include a copy of the minutes of the meetings of the Committee held in respect of the report." (*Journals,* August 25, 1977, p. 267)

October 21,1977 Fourteen members appointed by the Special Committee on Selection.

December 13, 1977 Official Report of the Committee on Crown Corporations contains Chair's outline of committee's mandate.

February 15, 1978 Official Report of the Committee on Crown Corporations contains minutes of business meeting and briefing re BC Hydro.

February 16, 1978 Official Reports (morning and afternoon sittings) of the Committee on Crown corporations — presentation by BC Hydro.

April 5, 1978 Official Report of the Committee on Crown Corporations — business meeting and briefing re Housing Corporation of BC.

April 12, 1978 Official Report of the Committee on Crown Corporations — presentation by Housing Corporation of BC.

April 1978 Committee on Crown Corporations, Report No. 1 includes minutes of subcommittee meeting on April 24, 1978 that refer to inquiries into BC Hydro's passenger transportation services and the BC Housing Corporation.

May 1978 Committee on Crown Corporations Inquiry into BC Hydro and Power Authority: BC Hydro Transit — Interim Report includes minutes of meetings on May 9, May 16 and May 24, 1978.

May 10,17, 31 and June 14, 1978 Official Reports of the Committee on Crown Corporations — four sessions devoted to Committee's inquiry into the business practices of BC Hydro.

September 15, 1978 Official Report of the Committee on Crown Corporations — meeting with officers of BC Hydro to review the authority's annual report.

September 28, 1978 Official Report of the Committee on Crown Corporations — meeting with officials of ICBC to review the corporation's annual report.

November 10, 1978 Official Report of the Committee on Crown Corporations — review of BC Hydro's electric railway division.

Chair defines the main mandate as "assessing how effectively the various corporations falling under our purview are managing their resources. To achieve this, the committee needs to be made aware of any medium- or long-term plans available, the annual objectives of the entity's performance criteria and any available financial forecasts for any particular division."

March 27, May 1, May 27, June 5, 1980 Official Reports of the Committee on Crown Corporations — four hearings devoted to inquiry into management and administration of BC Ferry Corporation.

July 10, July 17, July 31, August 7, 1980; and October 22, 1981 Official Reports of the Committee on Crown Corporations — five meetings devoted to inquiry into management, administration and operation of BC Rail.

February 25, June 23, December 8 1982 and March 3, 1983 Official Reports of the Committee on Crown Corporations — four public hearings with ICBC officers.

2. Select Standing Committee on Finance, Crown Corporations and Government Services (1988 – 89)

Mandate was to review financial planning and advising industry to determine the desirability of regulation.

3. Select Standing Committee on Crown Corporations (1996)

July 16, 1996 Joint Meeting of Select Standing Committee on Public Accounts and Select Standing Committee on Crown Corporations. Purpose: overview of accountability initiatives.

No further meetings during the 36th Parliament.

4. Select Standing Committee on Crown Corporations (August 27, 2001 - present)

Mandate is to review the annual reports and service plans of British Columbia Crown corporations.

Reference:

Jack J. Kempf, MLA, "The Select Standing Committee on Crown Corporations in British Columbia," *Canadian Parliamentary Review*, vol. 4, no. 4, 1981.

APPENDIX B
CROWN CORPORATIONS AND GOVERNMENT AGENCIES THAT ARE PART OF THE BC GOVERNMENT REPORTING ENTITY

(compiled Sept. 5, 2001)

* = selected for core services review

Crown Corporation/Agency	Mandate	Statutory Authority
BC Arts Council	Provide support for arts and culture in B.C.	Arts Council Act
BC Assessment Authority*	Assessment of all real property within the province for taxation purposes.	Assessment Authority Act
BC Assets and Land Corporation*	Provide land marketing and management services to the provincial government.	Land Act
BC Buildings Corporation*	Provision of accommodation and real estate services for government ministries and other publicly funded organizations.	British Columbia Buildings Corporation Act
BC Community Financial Services Corporation (Four Corners Community Savings Bank)*	Provide banking services for residents of Vancouver's downtown east side.	Community Financial Services Act
BC Enterprise Corporation	Develop business opportunities in the province.	British Columbia Enterprise Corporation Act; Company Act
BC Ferry Corporation*	Operation of coastal ferry service.	Ferry Corporation Act
BC Festival of the Arts Society	Produce an annual multi-disciplinary arts festival for the provincial government.	Society Act
BC Games Society	Provide event management services to communities hosting BC Summer and Winter games.	Society Act
BC Health (Care) Research Foundation (closed down) Staff and functions transferred to the new Michael Smith Foundation for Health Research	Provide leadership and support for the advancement of health research in British Columbia	Society Act

BC Health Care Risk Management Society	Provide risk management services (including liability coverage) for designated health care agencies within BC.	Society Act
BC Heritage Trust	Support community initiatives that conserve heritage	Heritage Conservation Act
BC Housing Management Commission*	Management of provincial and federal/provincial housing units and administration of rent supplement programs.	Ministry of Lands, Parks and Housing Act; and PCHMC Regulation 490/79
BC Hydro*	Generation, transmission and distribution of electricity.	Hydro and Power Authority Act
BC (immigrant) Investment Fund Ltd.	Attract additional immigrant investment to BC.	Established under the federal/provincial immigrant investor program
BC Investment Management Corporation*	Manage investments for various public clients in BC, including pension funds, Crown agencies, trust funds and the provincial government.	Public Sector Pension Plans Act
BC Lottery Corporation*	Develop, conduct and manage lottery operations on behalf of the provincial government and in conjunction with other provinces	Lottery Corporation Act
BC Pavilion Corporation (PavCo)*	Management of public facilities, including Vancouver Exhibition and Convention Centre, the Bridge Studios and BC Place Stadium	British Columbia Enterprise Corporation Act; Company Act
BC Rail*	Operation of a railway, deep-sea terminal facilities, stevedoring operations, real estate development company and joint venture management company.	British Columbia Railway Act
BC Securities Commission	Regulate trading of securities in B.C.	Securities Act
BC Society for the Distribution of Gaming Revenue to Charities (to cease operations by March 31, 2002)	Trusteeship of gaming revenue (Mandate to be taken over by another society)	Society Act
BC Systems Corporation (ceased operations on April 30, 2000)		

BC Transit*	Provision and maintenance of public transportation systems.	BC Transit Act
BC Trade Development Corporation (non-active and being wound up)	Promote sale of B.C.'s goods and services to markets outside the province	Trade Development Corporation Act
BC Transportation Financing Authority*	Provide planning and integrated coordination for the construction of all aspects of the provincial transportation infrastructure.	Build BC Act
Canadian Blood Services (not complying with provincial reporting requirements)	National, independent, not-for-profit organization whose sole mission is to manage the blood supply for Canadians	Canada Corporations Act (Part II)
Columbia Basin Trust	Work with residents of the Canadian Columbia Basin to promote social, economic and environmental well-being in the region most affected by dam construction from the Columbia River Treaty.	Columbia Basin Trust Act
Columbia Power Corporation*	Develop and operate power projects on a joint venture basis with the Columbia Basin Trust.	Company Act
Creston Valley Wildlife Management Authority Trust Fund	Manage the area of provincial Crown land located along the Kootenay River near Creston.	Creston Valley Wildlife Act
Discovery Enterprises Inc. (in process of being wound up)	Identify, assess, invest in, monitor and divest early-stage, technology-oriented companies in B.C.	Company Act
Duke Point Development Ltd. (to cease operations by October 31, 2001)		
First Peoples' Heritage, Language and Culture Council	Provide program coordination and funding for aboriginal language and culture preservation and enhancement.	First Peoples' Heritage, Land and Culture Act
Fisheries Renewal BC*	Make strategic investments in habitat restoration, stock enhancement and value-added seafood products.	Fisheries Renewal Act

Forensic Psychiatric Services Commission	Ensure public safety in the delivery of court-related forensic psychiatric assessment treatment, community case management and re-integration of clients with mental health disorders back into the community.	Forensic Psychiatry Act
Forest Renewal BC*	Reinvest some of the wealth generated by public forests in order to build a more diversified, sustainable forest economy that supports local communities.	Forest Renewal Act
Health Facilities Association (wound up on March 31, 2001)		
Homeowner Protection Office*	Responsible for residential builder licensing, and establishing the framework for and monitoring the provision of mandatory third-party home warranty insurance.	Homeowner Protection Act
Insurance Corporation of BC*	Provision of Autoplan universal auto insurance , plus driver- and vehicle-related services.	Insurance Corporation Act
Industry Training and Apprentice ship Commission*	Create an industry-driven training and apprenticeship system that is relevant, accessible and responsive to industry needs and priorities.	Industry Training and Apprenticeship Act
Legal Services Society	Provide legal services to people who cannot afford a lawyer, and legal information and education to BC residents.	Legal Services Society Act
Liquor Distribution Branch	Regulate the distribution, importation and retailing of alcohol beverages in B.C.	Liquor Distribution Act
Oil & Gas Commission	Provide efficient processes for the review of applications related to oil and gas sector.	Oil and Gas Commission Act
Okanagan Valley Tree Fruit Authority	Assist orchardists in the interior to revitalize the industry.	Okanagan Valley Tree Fruit Authority Act
Organized Crime Agency of BC (not required to submit a performance plan)	Facilitate the disruption and suppression of organized crime that affects British Columbians.	Police Act; Organized Crime Agency of BC Regulation 69/99

Pacific National Exhibition*	Management of the annual PNE fair and operation of Playland Amusement Park.	Pacific National Exhibition Incorporation Act
Private Post-Secondary Education Commission of BC	Provide consumer protection and services for institutions offering private training in BC.	Private Post-Secondary Education Act
Provincial Capital Commission*	Enhancement of the Capital Improvement District and management of properties under the PCC's control.	Capital Commission Act
Provincial Rental Housing Corporation*	Holding of housing units managed by the British Columbia Housing Management Commission.	Company Act
Rapid Transit Project 2000 Ltd.*	Limited company formed by the province to build the Millennium SkyTrain line.	Company Act
Science Council of BC	Promote economic development and enhance the quality of life in BC via innovative applications of science and technology.	Science Council Act
Tourism British Columbia*	Promote development and growth in the tourism industry and increase revenue and employment throughout BC.	Tourism British Columbia Act
Vancouver Trade and Convention Centre Authority*	Not-for-profit corporation without share capital formed to promote tourism and conventions in BC by financing, building and owning the convention exhibition facilities at Canada Place in Vancouver.	Canada Corporation Act (Part II)
Victoria Line Ltd. (in process of being wound up)		
552513 BC Ltd. (Skeena Cellulose Inc.)*	Hold the province's investment in Skeena Cellulose Inc. and provide financing to Skeena and its subsidiaries.	Company Act
557315 BC Ltd (Western Star Truck Holdings Ltd.) (no longer an active corporation)	Held an equity investment in Western Star Truck Holdings. This equity investment was sold during the 2000/01 fiscal year.	Company Act

580440 BC Ltd. (Vancouver Trade and Convention Centre)	Provide financing to the Vancouver Trade and Convention Centre Authority for expansion of facilities.	Company Act

APPENDIX C

A GUIDE TO THE OPERATIONS OF THE SELECT STANDING COMMITTEE ON CROWN CORPORATIONS

Prepared by the Agenda and Procedure Subcommittee

February 2002

INTRODUCTION

> *"Crown Corporations constitute an entity equal in size to the core part of government. I am committed to creating a strong and meaningful role for the Committee in overseeing the Crown Corporations of British Columbia."* (Ken Stewart, Chair, SSCCC)

The Select Standing Committee on Crown Corporations (SSCCC) was appointed by the Legislature on August 27, 2001 to review the Annual Reports and Service Plans of British Columbia Crown Corporations, and to report the results of its review to the Legislative Assembly.

The scope of the Committee's review will not be limited by any restrictions or parameters set for Crown Corporations by the Crown Agencies Secretariat.

The SSCCC is authorized to examine all Crown Corporations, including those without current reporting obligations. There are 25 Crown Corporations and 29 other government organizations that qualify as Crown agencies. For the sake of simplicity, this guide will refer to all these entities as "Crown Corporations." Some Crown Corporations are part of the government reporting entity (see the attached Schedule A) and a few are not (e.g. WCB, BC Pensions Corporation, BC Investment Management Corporation).

The review by the SSCCC is not intended to duplicate the work of other legislative committees, such as the Public Accounts Committee, or to overlap with the mandate of the Core Services Review Task Force, or independent enquiries. The main objectives of the Committee's work are to enhance accountability, and to improve public performance reporting of Crown Corporations.

To carry out its work, the SSCCC is empowered to hold public hearings, when the Committee deems it necessary. In certain situations, though, the Committee may, at its discretion, characterize certain information provided by Crown Corporations as confidential.

The amended *Budget Transparency and Accountability Act* (BTAA) will guide the work to be done by the SSCCC. This Act stipulates that three-year Service Plans for government organizations should be tabled in the Legislative Assembly annually, commencing with the 2002/03 fiscal year. Service Plans for 2002/03 – 2004/05 will be tabled in the Legislative Assembly on February 19, 2002.

The amended BTAA also states that Service Plans should:

- Include a statement of goals,
- Identify specific objectives and performance measures,
- Supply information in relation to a project to which Section 14 applies, and
- Include prescribed information, if applicable, and other information the responsible minister or government organization considers appropriate.

The amended BTAA also stipulates that the information contained in a Service Plan for one government organization must be readily comparable to information contained in the Service Plans of other organizations to which the BTAA applies. Consequently, the Crown Agencies Secretariat has provided government

organizations with guidelines, which identify the minimum content requirements for their Service Plans. The SSCCC may recommend to the Legislature that Service Plans in general, or a Service Plan for a particular Crown Corporation, include additional information.

THE REVIEW PROCESS

> *"Although this guide is intended to provide a structure for the work of the Committee, the lines of inquiry by the Committee into the affairs of Crown Corporations will be constrained only by the limits of the public interest."* (Bill Bennett, Deputy Chair, SSCCC)

This section of the guide is intended to provide direction to Crown Corporations and to members of the SSCCC regarding the review process.

Crown Corporations should be prepared to meet the minimum information requirements outlined in the attached Table 1. As the SSCCC is authorized to take its examination of Crown Corporations beyond the specific questions contained in Table 2, the Committee will make its best efforts to identify "extra" lines of inquiry to a Crown Corporation, prior to meeting with the SSCCC.

Prior to the scheduled meeting, Crown Corporations are asked to supply to the Committee, no later than 2 weeks before a scheduled meeting, the following documents:

- Annual Report; and
- Service Plan (including 3-year budget forecast).

The SSCCC is authorized to have additional meetings with Crown Corporations, as deemed necessary by the Committee.

This guide will be reviewed periodically and refined as Crown Corporations gain more experience in developing and using Service Plans and as the Committee, in pursuance of the public interest, develops additional lines of inquiry or changes its process. In the early stages of implementing the amended BTAA, it is recognized that Service Plans may not completely meet expectations. The guide will assist the Select Standing Committee to determine whether Crown Corporations are making reasonable progress towards meeting the BTAA requirements and expectations and to identify opportunities for these corporations to improve their plans.

The attached Table 2 poses key questions for the Committee to consider. The SSCCC will assess how well the key questions are addressed in the Service Plans and form an overall judgment on the extent to which the information provided meets the amended BTAA requirements and expectations. Information will generally meet expectations if it addresses all the key questions and contains no significant deficiencies. Committee members are encouraged to identify the strengths and weaknesses of Service Plans, to identify areas that need improvement and to provide suggestions on how the Service Plans (or Annual Reports) can be improved.

COMMITTEE MEETINGS

The SSCCC plans to meet every 2 weeks, starting at the Chair's discretion. Each meeting will be scheduled for 3.5 hours. The Chair and Deputy Chair will determine the schedule for the meetings with the senior officers of Crown Corporations, with the assistance of the Office of the Clerk of Committees.

Meeting time will be divided up as follows:

- 1 hour for the presentation by a Crown Corporation;
- 1 hour for questions and discussion;
- 0.5 hours to discuss recommendations for the report;
- 0.5 hours for review of decisions taken at the previous meeting; and
- 0.5 hours for distribution and review of materials for next meeting.

REPORTING

The SSCCC will report to the Legislative Assembly the results of its review of Crown Corporations, contemporaneously with the tabling in the Legislative Assembly of the Service Plans and Annual Reports by respective ministers. The Committee will include in its reports, a summary of the answers provided to the Committee by a Crown Corporation in response to the questions set out in Table 2.

This summary is designed to inform the Legislature:

1. whether the objectives and activities of the corporations are consistent with the corporations' mandates, designated core services and government's strategic plans and priorities;
2. whether the Annual Reports and Service Plans contain sufficient information to enable the Legislature and the public to make an informed judgment on plans and performance;
3. whether the Annual Reports and Service Plans clearly establish the linkage with the provincial budget and sector policies; and
4. whether recommendations for improvement are needed.

The Chair and Deputy Chair will prepare the reports to the Legislature, with the assistance of the Office of the Clerk of the Committees.

CONCLUSION

The agenda and procedure subcommittee of the SSCCC, which drafted this guide, consisted of Ken Stewart, MLA for Maple Ridge, Bill Bennett, MLA for East Kootenay and David Hayer, MLA for Surrey Tynehead.

Given that the Committee has not been convened for approximately 20 years and that Service Plans are new to most Crown Corporations, the subcommittee points out that this guide and the Committee's review process will be dynamic and that no template will fit every circumstance. The real measure of the Committee's performance will be the extent to which Crown Corporations are made more responsive, more accountable and more open to the taxpayers of British Columbia.

SCHEDULE "A"

Crown Corporations:

- British Columbia Assessment Authority (CC)
- British Columbia Assets and Land Corporation (CC)
- British Columbia Buildings Corporation (CC)
- British Columbia Enterprise Corporation* (CC)
- British Columbia Ferry Corporation (CC)
- B.C. Community Financial Services Corporation (CC)
- British Columbia Hydro and Power Authority (CC)
- B.C. Pavilion Corporation (CC)
- BC Transportation Financing Authority* (CC)
- British Columbia Lottery Corporation (CC)
- British Columbia Railway Company (CC)
- British Columbia Trade Development Corporation* (CC)
- British Columbia Transit (CC)
- Columbia Basin Trust (CC)
- Columbia Power Corporation (CC)
- Discovery Enterprises Inc* (CC)
- Duke Point Development Limited* (CC)
- Fisheries Renewal BC* (CC)
- Forest Renewal BC* (CC)
- Homeowner Protection Office (CC)
- Insurance Corporation of British Columbia (CC)
- Okanagan Valley Tree Fruit Authority (CC)
- Pacific National Exhibition (CC)
- Provincial Capital Commission (CC)
- Provincial Rental Housing Corporation (CC)
- Rapid Transit Project 2000 Ltd (CC)
- Tourism British Columbia (CC)
- Vancouver Trade and Convention Centre Authority* (CC)
- Victoria Line Ltd* (CC)

Other Agencies:

- 552513 British Columbia Ltd[1]
- 577315 BC Ltd[2]
- 580440 BC Ltd[3]*

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[1] This company owns shares in Skeena Cellulose Inc.
[2] The investments in Western Star Trucks Holdings Ltd. have been sold and the province no longer has any interest in that company.
* Winding down or inactive
CC - Crown corporation

- B.C. Festival of the Arts Society
- B.C. Games Society
- B.C. Health Care Risk Management Society
- BCIF Management Ltd
- British Columbia Arts Council
- British Columbia Health Research Foundation*
- British Columbia Heritage Trust
- British Columbia Housing Management Commission
- British Columbia Immigrant Investment Fund Ltd.
- British Columbia Liquor Distribution Branch
- British Columbia Securities Commission
- Canadian Blood Services
- Creston Valley Wildlife Management Authority Trust Fund
- First Peoples' Heritage, Language and Culture Council
- Forensic Psychiatric Services Commission
- Industry Training and Apprenticeship Commission
- Legal Services Society
- Oil and Gas Commission
- Organized Crime Agency of British Columbia Society
- Private Post Secondary Education Commission
- Science Council of British Columbia

[3] This company provides funding to the Vancouver Trade and Convention Centre Authority that, in turn, constructs the Vancouver Trade and Convention Centre.

TABLE 1
CHECKLIST FOR CROWN CORPORATIONS

Minimum Information Requirements	Comments
Organization Overview • Description of primary business activities • Enabling legislation • Location • Subsidiaries	
Strategic Context • Vision • Mission • Values • Environmental Scan • Strategic Issues • Key Risks	
Strategic Shifts • Strategic shifts since Core Review	
Performance Information • Goals • Objectives • Key Strategies • Performance Measures • Targets	
Government's Strategic Plan • Alignment with government's strategic priorities	
Summary Financial Outlook for the Plan Period • Total revenue • Total expenses • Major sources of revenue • Major sources of expenses • Operating income or loss • Net income or loss • Key forecast assumptions • Forecast risks and sensitivities	
Major Capital Project Plan (where relevant) The following with respect to anticipated or actual capital costs: • The amount of money • The value of any land, facilities, rights or other benefits • The amount of any guarantees contributed	

Minimum Information Requirements	Comments
Information on Operating Segments (where relevant) • Goals and/or objectives • Key strategies • Performance measures • Targets • Relationship between goals and objectives of the operating segments and the goals and objectives of the organization as a whole	
Other Requirements • An explanation for any confidential information excluded from the Service Plan.	

TABLE 2
KEY REPORTING PRINCIPLES

Questions	Yes	Partly	Not At All	Comments
Does the plan adequately explain the organization's mandate, core products and services, operating environment and major challenges?				
Does the plan focus on aspects of performance that are critical to the organization achieving its goals, objectives and intended results?				
Are the goals and objectives well defined and consistent with and supportive of the achievement of the mandate?				
Is the intended level of performance for the planning period specified?				
Are the intended results clear, measurable, concrete and consistent with goals or objectives?				
Has the plan demonstrated satisfactorily that intended results represent a reasonable/appropriate level of achievement given: • Historical performance, • Resources available to the organization, and • Performance of similar organizations.				
Does the plan demonstrate how resources and strategies will influence results?				
Are financial and non-financial performance measures provided to give an integrated and balance picture of intended performance?				
Is the planned contribution of key activities to intended results or goals/objectives adequately demonstrated?				
Are actual (Annual Report) and intended (Service Plan) performances set out in a clear comparison?				
Are the relevant principles enunciated in the New Era document evident in the planning and operations?				